



OFFICE OF DIVERSITY MANAGEMENT AND EQUAL OPPORTUNITY (ODMEO)

Military Leadership Diversity Commission

Implementation and Accountability

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(Personnel & Readiness)**

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OVERVIEW

Organization

Vision, Goals, and Policies

Programs and Implementation

Strategic Communication

Accountability

Demographic Representation in Senior Leadership

ORGANIZATION

Secretary of Defense memo, March 1994, prescribed the following measures:

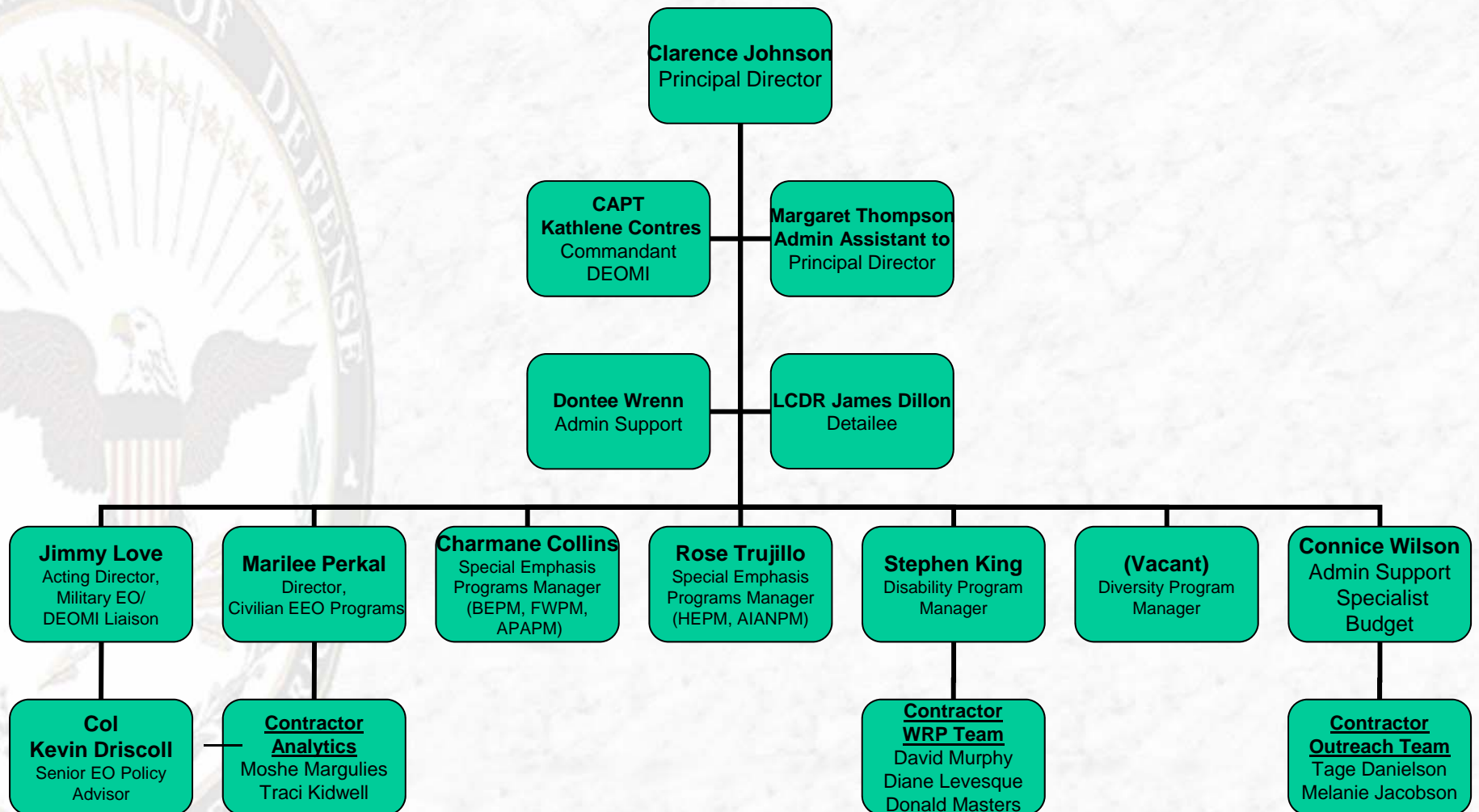
- **Establish the Office of the Deputy Assistant Secretary of Defense for Equal Opportunity**
- **Elevate the Defense Equal Opportunity Council to Deputy Secretary and Service Secretary level**
- **Study the officer “pipeline” and recommend ways to improve the flow of minority and female officers**
- **Improve the representation of women, minorities, and persons with disabilities among the Department’s civilian managers**
- **Provide equal opportunity training for all the Department’s senior military and civilian leaders**

Under Secretary for Personnel and Readiness memo, June 2006, realigned office and designated it as Office of Diversity Management and Equal Opportunity (See chart)

DoD EO/EEO Office Transformation

- **Memo to SECDEF to reorganize and rename office**
- **Diversity Management added to office functions**
- **Diversity Working Group formed and formalized**
- **Defense Components established Diversity Offices**
- **Advanced draft strategy to be further refined/updated**
 - **Includes Defense Equal Opportunity Management Institute (DEOMI) Transformation**

OFFICE OF DIVERSITY MANAGEMENT & EQUAL OPPORTUNITY ORGANIZATION CHART



OFFICE OF DIVERSITY MANAGEMENT & EQUAL OPPORTUNITY

VISION

Maintain a diverse, mission-ready force

MISSION

Create a 21st century corporate culture that values diversity and inclusion as a readiness imperative and strives for representational diversity at all levels through flag/general officer/SES to provide a competitive advantage in the war for talent

OFFICE OF DIVERSITY MANAGEMENT & EQUAL OPPORTUNITY STRATEGIC GOALS

- **To create and lead organizations that value diversity and inclusion**
- **To recruit a diverse workforce that gives the Department an advantage in the war for talent**
- **To establish training and development approaches that ensure minorities, women, and people with disabilities have skills to navigate career progression successfully**
- **To create a corporate culture that values inclusion and promotes diversity throughout the workforce**
- **To provide management systems that measure and report diversity management results to leadership**

OFFICE OF DIVERSITY MANAGEMENT & EQUAL OPPORTUNITY POLICIES

- **Department of Defense Directive 1020.2, “Diversity Management and Equal Opportunity in the Department of Defense,” February 5, 2009**
- **The Directive establishes authority to issue Diversity Management Instruction and re-issue current EO/EEO directives as Instructions including:**
 - **1020.1 Non-Discrimination on the basis of Handicap**
 - **XXXX Diversity Management**
 - **1350.2/.3 Military EO**
 - **1440.1 Civilian EEO**
 - **5500.1 Federally Assisted/Conducted Programs**

OFFICE OF DIVERSITY MANAGEMENT & EQUAL OPPORTUNITY PROGRAMS AND IMPLEMENTATION

- Develops policies and plans, issues guidance, conducts analyses, defines strategic direction for DoD-wide equal opportunity, equal employment opportunity, and diversity programs and plans impacting military and civilian personnel. Oversees Defense Equal Opportunity Management Institute (DEOMI).
- Contributes to a mission ready, diverse, qualified force by executing PBD 704C, “Advancing Diversity & Equal Opportunity,” which consists of three primary program enhancements:
 - ✓ Grows “Workforce Recruitment Program” annually by 10% students with disabilities participating in DoD internships.
 - ✓ Creates DEOMI opportunities for new DoD cultural and diversity research in competencies that makes equal opportunity advisors more relevant to future war efforts.
 - ✓ Expands Personnel Pipeline with more diverse eligible pool of applicants interested in DoD employment and careers through internships and mentoring programs.

Challenges: Improve the diversity of the force.
Improve diversity of Defense leadership

OFFICE OF DIVERSITY MANAGEMENT & EQUAL OPPORTUNITY STRATEGIC COMMUNICATIONS

- **Outreach and Observance Programs aimed at strategically improving the diversity of the force and diversity of DoD leadership**
- **An overarching Department of Defense strategic outreach initiative**
 - ✓ **Engages external groups and hosts over 35 activities a year to enhance civilian and military recruitment.**
 - ✓ **Program reinforces DoD support of Presidential Executive Orders and White House employment initiatives.**
 - ✓ **Events are scheduled annually to coincide with nationally recognized special observances and the annual conferences, conventions, and symposia of external groups.**
 - ✓ **Activities include collaboration among departmental and Service EO and diversity offices, research/development and small business offices, and military and civilian recruitment commands**
- **Other avenues include speeches, training forums, leadership seminars, workshops**

OFFICE OF DIVERSITY MANAGEMENT & EQUAL OPPORTUNITY ACCOUNTABILITY

Formal accountability measures under development

- **Ongoing research at the Defense Equal Opportunity Management Institute to develop suite of diversity metrics**
- **Contract work underway to construct reports and provide analysis of civilian EEO and military EO data**
- **Publish results and address issues reported in findings of congressionally-mandated equal opportunity and sexual harassment surveys**
- **Quarterly review of demographic force composition reports**
- **Biennial briefs to Under Secretary on Monitoring Status of the Force**

OFFICE OF DIVERSITY MANAGEMENT & EQUAL OPPORTUNITY DEMOGRAPHICS IN LEADERSHIP

Things affecting demographic representation among senior leadership

- **Occupational choice**
- **Mentoring**
- **Pre-commissioning preparation/education**
- **Selection for key assignments/professional development**
- **Everything else, e.g., performance, evaluations, promotions, etc.**

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THANK YOU

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BACK-UP SLIDES

Initiatives since 2001

Leadership. Human Capital Officers monitor and evaluate demographic trends in the military and civilian workforce.

Policy and Guidance. Defense Human Resources Board leading efforts to increase representation of women, minorities, and persons with disabilities in senior military and civilian ranks.

Military Recruitment. Recruiting commands employ commercial advertising agencies to reach a diverse youth population.

Civilian Recruitment. Civilian recruitment assistance division aggressively markets careers and provides information to diverse populations and educational institutions.

Outreach. DoD offices provide information on business and career opportunities to diverse audiences/educational institutions and recognize outstanding contributions.

Research and Studies. Research/study projects initiated focusing on diversity and its influence on accessions, retention, and organizational climate.

Active Duty Military Composition FY 1999 – FY 2009

Group	FY 1999		FY 2009
Sex			
Men	1,175,156 (85.7%)		1,200,105 (86%)
Women	195,917 (14.3%)		199,179 (14%)
Total	1,371,073		1,399,284
Race/Ethnicity			
White	902,501 (66%)		893,013 (64%)
Black	275,673 (20%)		231,692 (17%)
AA/PI	48,736 (3.6%)	AA	48,395 (3.5%)
		PI	7,324 (.5)
AI/AN	12,211 (1%)		19,931 (1.4%)
Hispanic	106,123 (7.7%)		149,243 (11%)

Women increased as force decreased. Blacks decreased; all other minorities showed marked increase.

Active Duty Military Force Composition
All Officers (O-1 to O-10)-- FY 1999 – FY 2009

Group	FY 1999		FY 2009
Sex			
Men	174,597(85.3%)		173,218 (84%)
Women	30,033 (14.7%)		33,027 (16%)
Total	204,630		206,245
Race/Ethnicity			
White	169,264 (83%)		157,708 (76%)
Black	16,106 (8%)		17,760 (9%)
AA/PI	5,887 (3%)	AA	7,383 (4%)
		PI	403 (.2%)
AI/AN	1,084 (.5%)		942 (.5%)
Hispanic	7,518 (4%)		10,606 (5%)

Women and all minorities increased.

Active Duty Military Force Composition
Hispanic Officers (O-1 to O-10) Grade Percentage-- FY 1999 – FY 2009

	FY 1999		FY 2009
O-1	1,423 (7%)		1,356 (5.4%)
O-2	1,013 (5%)		1,484 (5.6%)
O-3	2,102 (3.6%)		3,950 (5.7%)
O-4	1,098 (2.9 %)		2,386 (5.4%)
O-5	636 (2.5%)		1,076 (3.8%)
O-6	174 (1.6%)		336 (2.8%)
O-7	8 (2%)		13 (2.8%)
O-8	1 (0.4%)		1 (0.4%)
O-9	0		1 (0.7%)
O-10	0		0

Hispanic representation increased in all grades except O-1/2.

Active Duty Military Force Composition
Black Officers (O-1 to O-10) Grade Percentage-- FY 1999 – FY 2009

	FY 1999		FY 2009
O-1	1,486 (7.3%)		2,063 (8.2%)
O-2	1,664 (8.0%)		2,169 (8.2%)
O-3	4,163 (7.1%)		6,483 (9.4%)
O-4	2,476 (6.6%)		4,035 (9.1%)
O-5	1,544 (6.2%)		2,181 (7.6%)
O-6	485 (4.6%)		779 (6.5%)
O-7	19 (4.5%)		23 (5%)
O-8	15 (5.4%)		18 (6%)
O-9	4 (3.5%)		8 (5%)
O-10	3 (8.8%)		1 (2%)

Black representation increased in all grades except O-10

Active Duty Military Force Composition
Senior Officers (O-7 to O-10)-- FY 1999 – FY 2009

Group	FY 1999		FY 2009
Sex			
Men	851 (95.7%)		869 (93.1%)
Women	38 (4.3%)		64 (6.9%)
Total	889		933
Race/Ethnicity			
White	817 (92%)		859 (92.1%)
Black	44 (5%)		50 (5.4%)
AA/PI	4 (0.4%)	AA	5 (0.5%)
		PI	0
AI/AN	14 (1.6%)		1 (0.1%)
Hispanic	9 (1%)		15 (1.6%)

Women and all minorities increased overall.

Active Duty Military Force Composition
All Enlisted (E-1 to E-9)-- FY 1999 – FY 2009

Group	FY 1999		FY 2009
Sex			
Men	986,427 (85.7%)		1,009,598 (86%)
Women	164,924 (14.3%)		164,634 (14%)
Total	1,151,351		1,174,232
Race/Ethnicity			
White	721,988 (63%)		723,490 (62%)
Black	257,213 (22%)		210,639 (18%)
AA/PI	42,540 (4%)	AA	40,616 (3.5%)
		PI	6900 (.6)
AI/AN	11,083 (1%)		18,864 (2%)
Hispanic	97,885 (8.5%)		137,177 (12%)

Women increased; Blacks decreased: all other minorities increased.

Active Duty Military Force Composition
Enlisted Leaders (E-7 to E-9)-- FY 1999 – FY 2009

Group	FY 1999		FY 2009
Sex			
Men	121,222 (90.6%)		121,867 (89.8%)
Women	12,621 (9.4%)		13,907 (10.2%)
Total	133,843		135,774
Race/Ethnicity			
White	84,336 (63%)		79,485 (58.5%)
Black	34,004 (25%)		33,051 (24.3%)
AA/PI	4,498 (3.4%)	AA	4,215 (3.1%)
		PI	337 (0.2%)
AI/AN	738 (0.5%)		1,006 (0.7%)
Hispanic	735 (5%)		12,078 (8.9%)

Women increased; Blacks and AA/PI decreased slightly.